

CEP/1



CHIEF OF NAVAL OPERATIONS

1997

Dear Dr. Lederberg,

As you are aware, the 11-12 March Plenary will focus on the topic of economies in the areas of Operations and Maintenance and Infrastructure. This is always important, but especially so just now because it is becoming central to the Quadrennial Defense Review (QDR) which is moving into its final stages. With this as background, I asked Captain Harris to conduct most of the Plenary in Norfolk in order for you to see, first hand, some of the challenges we face and some of the initiatives in the areas of regionalization, consolidation, and outsourcing that we are putting in place. In my case, I know it is useful to get outside the beltway to take a look at the problems and solutions with my own eyes, and I thought it might be beneficial if you had the same opportunity.

It was my plan to meet with you immediately upon your return from Norfolk for a dialog on your initial thoughts, impressions, and recommendations. Unfortunately, I will now be on travel in Australia and unable to meet with you. Because of the importance of receiving timely advice from you to support my QDR deliberations, I believe it is best not to delay or reschedule the Plenary. Therefore, I have asked the VCNO, Admiral Hal Gehman, to meet with you in my absence. Hal will be receptive to your comments, and I know, in advance, that they will be most helpful as he and I enter the QDR endgame.

I wish you an enjoyable and informative Plenary - I know it will be both! Although I am unable to join you this time, I look forward to seeing each of you in the near future. All the best.

Sincerely,

J. L. JOHNSON
Admiral, U.S. Navy

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